

BALANCING LIFE AND THE MISSION: COMPRESSED SCHEDULING IN LAW ENFORCEMENT

BY

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USAWC STRATEGY RESEARCH PROJECT

**BALANCING LIFE AND THE MISSION:
COMPRESSED SCHEDULING IN LAW ENFORCEMENT**

by

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ABSTRACT

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Compressed scheduling offers advantages to a law enforcement agency. When using a compressed scheduling model the agents, their families, and the environment all benefit. This type of robust scheduling allows full-time employees to complete their work week in fewer days. Agents who report to work fewer days per week have more time for personal events, family events, and respite. A compressed schedule increases morale and recruitment while decreasing attrition.

The conventional scheduling system in use today negatively impacts the mission and agency personnel through its adverse and unintended effects. Over the past few decades, compressed scheduling has been widely implemented by many state and municipal law enforcement departments throughout the country. The use of this scheduling model eliminates the deleterious effects of conventional scheduling for the agency, the agents, and the environment. It is time for strategic leadership in federal law enforcement to create equilibrium between the agents' vital needs and the mission of securing the United States of America. Implementation of a compressed work schedule is clearly a sound strategic decision.

BALANCING LIFE AND THE MISSION: COMPRESSED SCHEDULING IN LAW ENFORCEMENT

Over the past few decades, many state and municipal law enforcement departments across the country have studied the advantages and disadvantages of implementing a compressed work schedule (CWS) for their uniformed officers and agents. “Lateral thinking,” coined by Edward de Bono (1970) is a set of approaches and techniques designed to find radically new approaches to problems - to come at them from the side rather than the front.¹ Compressed scheduling demonstrates great lateral thinking when it comes to improving personnel scheduling systems.

This paper is going to evaluate the feasibility and propose an implementation plan of compressed work schedules in law enforcement. In order to improve efficiency, morale, retention and recruiting; it will examine the current strategic environment and direction, current uses of CWS in law enforcement, governing authorizations, as well as documented benefits and known limitations. It will also include a notional example of use.

A Compressed Work Schedule Defined

A compressed schedule completes an employee's basic requirements of the pay period in less than ten workdays. The compressed schedule being analyzed and suggested in this paper is the 4/10. This form of compressed schedule allows employees to complete their basic weekly requirement in four days instead of five days.

There are different forms of alternative work schedules (AWS) authorized for use in the federal government. One of them is the compressed schedule being discussed throughout this paper. Even though there are other AWS types available, the 4/10 compressed schedule offers the most benefit to both the agency and the agents.

Framing Today's Landscape

Several universities, police departments and private organizations have commissioned both scientific and non-scientific studies collecting the wide ranging effects resulting from the implementation of a compressed schedule. According to the leading expert on the subject of officer fatigue, Bryan Vila, Ph.D. of the Washington State University Criminal Justice Program, Sleep and Performance Research Center, police departments across the United States are rapidly adopting compressed shifts, generally using 12-hour variants.² In their views, compressed scheduling offers numerous advantages to the organization, the employees and their families, as well as the environment.

In the federal government, law enforcement officers and agents generally work a conventional five-day work-week with eight-hour days. They have two days off per week. This type of conventional schedule is called a 5/8. Usually the employees' two days off are scheduled together, but that is not guaranteed.

The regular pay period in the federal government is a 14 calendar day period that usually begins on a Sunday and ends 14 days later on a Saturday. Scheduled days off potentially changing every pay period and in some cases every week increases stress and instability in employees' personal lives. This preventable disruption impacts the workforce, and creates unintended consequences for the agency and its managers.

The phrase "sausage making" is often used inside the beltway to describe the procedures used to create laws, vision, and policies. This description illustrates the efforts of multiple agencies or elements bringing many different pieces together in order to create something that is acceptable to the affected parties. This usually expedites

the path to an acceptable or good product. Unfortunately good is the enemy of great.³ The federal government often accepts what is good in lieu of not being able to achieve what is great.

Concept. The disadvantages notwithstanding, a compressed work schedule offers each agency and its employees many advantages. It makes the most efficient use of the available workforce to accomplish the agency's core mission, leading a unified national effort to secure the United States of America. This type of robust scheduling provides agents additional days for personal time, family events, and respite.

Analyzing the concept presented in this paper requires the reader to think big. In American culture, current methods or abilities usually dictate concepts. In the development of strategy in 2010, lateral thinking requires a strategic leader to create concepts without regard to current methods or abilities. No strategic leader will ever be remembered as great if they allow known methods or abilities to limit their strategic vision. At the start of the Civil War, the U.S. treasury totaled only \$21 million.⁴ Yet, President Lincoln never wavered, even though he was told the war would cost \$400 million.⁵ Mr. Lincoln did not limit his concepts to known methods or abilities. He instead thought big and developed unique concepts. Then he delegated the responsibilities to create the methods and abilities to bring his ideas and goals to fruition. To paraphrase Leonard Fullenkamp, if concepts rather than methods drive strategy, then administrative staff will not be tempted to think small.⁶

A compressed schedule increases the morale of employees. Morale is one of those intangibles that can be difficult to describe in the written word, but has very real effects on the operational tempo of any organized unit. Officer Roy Woody, a Los

Angeles Police Department (LAPD) recruiter said that their CWS is an effective recruitment tool.⁷ It is widely documented and understood that a compressed schedule decreases attrition of a workforce. This makes the workforce much more stable while significantly reducing training costs caused by a high personnel attrition rate.

While agency morale will lead to mission success, there are other ancillary benefits to a compressed schedule. Significant cost savings will be realized through reduced utilities and fuel usage. Also, the negative environmental impacts or footprint of conducting routine operations are therefore dramatically reduced as well.

Strategic Arguments

The strategic leaders of today's learning organizations must consider all advantages and disadvantages alike before making a change within their organizations. This is especially true with the topic of scheduling because any enterprise approach changes will invariably impact each and every employee. Additionally, second and third order effects such as familial impacts must not only be considered but critically analyzed. The implementation of the concepts outlined in this paper would require the radical rethinking of some policies, strategies, and attitudes in law enforcement agencies.

It is always appropriate for any strategic leader to institute programs and policies that further stabilize their workforce, exercise fiduciary responsibility, and expand both the support network and ability to complete their mission. When these efforts enable a strategic leader to do more with less while decreasing costs and deleterious effects, that leader has just hit a strategic home run.

Municipal Police Departments													
City	State	Population	Current Shift Hours			Notes	City	State	Population	Current Shift Hours			Notes
			8	10	12					8	10	12	
Mesa	Arizona	463,552		X			Tulsa	Oklahoma	385,635		X		
Phoenix	Arizona	1,567,924	L	X			Portland	Oregon	557,706		X		
Tucson	Arizona	541,811		X			Philadelphia	Pennsylvania	1,447,395	X			
Fresno	California	476,050		X			Nashville	Tennessee	596,462	X	X		
Los Angeles	California	3,833,995		X	X		Arlington	Texas	374,417	X	X		
Oakland	California	404,155		X	X		Austin	Texas	757,688		X		
Sacramento	California	463,794		X			Carrollton	Texas	118,870		X		
San Diego	California	1,279,329		X			Dallas	Texas	1,279,910	C	X		
San Francisco	California	808,976		X			El Paso	Texas	613,190		X		
San Jose	California	948,279		X			Fort Worth	Texas	703,073		X		
Colorado Spring	Colorado	380,307		X			Houston	Texas	2,242,193	L	X		
Washington	District of Columbia	591,833	X				San Antonio	Texas	1,351,305	X	I	I	
Jacksonville	Florida	807,815			X	11.42hrs	Virginia Beach	Virginia	433,746		X		
Miami	Florida	413,201		X			Seattle	Washington	598,541		C		9hrs changing to 10 hrs.
Atlanta	Georgia	537,958	X	X	X		Milwaukee	Wisconsin	604,477	X			
State Police Departments													
Chicago	Illinois	2,853,114	X	X		Range 8 hrs to 10hrs		California		X	X	X	
Indianapolis	Indiana	798,382	X	X				Florida		X	X		
Louisville	Kentucky	557,224	X	X				Georgia		X			
Baltimore	Maryland	636,919	X					Illinois				X	
Boston	Massachusetts	609,023	X					Indiana		X	X		8.5hrs or 9.5 hrs
Detroit	Michigan	912,062	X					Kentucky			X		
Minneapolis	Minnesota	382,605		X				Nebraska		X	X		
Kansas City	Missouri	451,572		X				Ohio			X		
Omaha	Nebraska	438,646	X					Pennsylvania		X		P	
Las Vegas	Nevada	558,383		X				Texas		X	P		
Albuquerque	New Mexico	521,999	L	X						X	P		
New York City	New York	8,363,710		X	X	Range 8.23hrs up to 17.0hrs							
Charlotte	North Carolina	687,456	X	X									
Raleigh	North Carolina	392,552			X								
Cleveland	Ohio	433,748	X	X									
Columbus	Ohio	754,885	X	X									
Oklahoma City	Oklahoma	551,789		X									
Figure 0 illustrates schedules in use across the country.													
X = currently in use													
C = currently in transformation													
P = currently in pilot													
I = currently in interest													
8 are only using conventional scheduling.													
53 are using some form of a CWS													

X = currently in use
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Figure 1

Schedules in Use by Law Enforcement Nationwide

Research of this phenomenon reveals that most of the Nation's largest municipal and state law enforcement departments have instituted a CWS for their sworn, uniformed personnel. In many of these departments, a CWS has been used so long that it is now a part of their departments' law enforcement culture. While many state and municipal law enforcement departments have been extremely progressive over the past few decades regarding the implementation of some type of a compressed work schedule for their uniformed personnel, the Federal Government has remained in a period of strategic drift.

As you can see in Figure 1, our country's most premier, primary and professional law enforcement departments are widely utilizing a CWS to better enable them to complete their missions. Rather than a full dichotomous separation, readers immediately see a ubiquitous spread of CWS use by law enforcement nationwide based on the asymmetry between those using conventional schedules versus those using compressed work schedules. Of the country's largest municipal and state departments interviewed, 87% are using some form of a CWS, see Figure 1. The leaders of these departments believe a CWS is an essential part of their strategic vision. In fact, some police departments such as in Mesa, Arizona have found a CWS to be so culturally ingrained, it is now indispensable.

The Mesa Arizona Police Department (MPD) has used a CWS at least since 1986.⁸ They were one of the first departments in the country to begin using a CWS. According to Lt. Chris Hern of MPD, they use a CWS comprised of four 10-hour days of work, followed by three days off.⁹ While using a CWS, they have experienced a reduction in sick leave usage and increased morale among their uniformed personnel.¹⁰

In an effort to reduce overtime costs, Lt. Hern describes a period of four years when the department rolled back to a conventional eight-hour work day. The department soon realized that the overtime savings did not outweigh what was identified as a significant decrease in morale, and reverted back to the 4/10 CWS.¹¹ This demonstrates that a CWS becomes a part of the professional culture.

These findings are not unique to Mesa, Arizona. The Jacksonville, Florida Sheriff's Office works a CWS of 11.42-hour days for five consecutive days, followed by four days off.¹² This schedule has not resulted in an increase in officer fatigue related incidents.¹³ The Miami Florida Police Department works a CWS of predominantly 4/10. However, they also mix in a few eight-hour shifts and 12-hour shifts as well.¹⁴ The range of hours worked per day varies widely across the country, but the research indicates that the hours worked per day are less important to physical and mental recovery than the number of days off between long stretches of compressed work hours.¹⁵

Kansas City Missouri Police Department works a CWS of 5/10 followed by four days off.¹⁶ Sgt. Jennifer Chronister said they worked a CWS some time ago, then reverted back to a conventional eight-hour day, also known as "The Wheel."¹⁷ They then transitioned back to their 5/10 CWS and have remained on that schedule since at least 1998.¹⁸ This is yet another example of how a CWS becomes culturally significant in the profession.

Las Vegas Nevada Metropolitan Police Department (LVMPD) mostly works a 4/10 CWS for its patrol officers.¹⁹ In the New York Police Department (NYPD), they use a wide range of CWSs that vary from 8.23-hour days up to 17-hour days.²⁰ NYPD

Detective Martin Speechly is not aware of any issues with officer fatigue in their ranks.²¹ The Columbus Ohio Police Department uses a 4/10 CWS for its patrol officers.²² They are currently expanding the use of the 4/10 CWS to their specialty divisions as well.²³

Officer fatigue was not identified as an issue in departments where three or more days off are routine. The Raleigh North Carolina Police Department (RPD) recently changed from a CWS of 10.5-hour days, to a CWS of 12-hour days.²⁴ They also changed work days and days off to two days on followed by two days off.²⁵ After a year and a half of this new 12-hour day CWS and only having two days off between work stretches, RPD Cpt. Norman Grodi said, "there is some belief that the two days off are not enough time to recuperate physically."²⁶ This is why it is beneficial to expand the number of days between work-weeks to three or more days off at a time on a routine basis.

Of all of the original research conducted for this paper, the most interesting use of a CWS was by the Oklahoma City, Oklahoma Police Department. They use a CWS of eight consecutive 10-hour days, or an 8/10, followed by six days off-duty.²⁷ This schedule is widely treasured by their officers.²⁸ They all start and end on Tuesday, Wednesday or Thursday.²⁹ These days replaced their old version of Friday, Saturday, and Sunday as start and end dates.³⁰ The change was made because shift bids are based on seniority and it is seen as unfair that only the most senior officers were able to get all weekends off if they chose them.³¹

Of interest and importance is that some of the departments that were researched had at some point, attempted to revert back to a conventional eight-hour day. This demonstrates that they were in a position to evaluate scheduling methods in many

variations. Their findings revealed that CWS resulted in fewer personnel shortages and lower costs associated with leave usages and abuse, as was the case in Mesa, Arizona.³² The improved morale resulted in increased professionalism due to the employee's improved quality of life when away from work, which positively impacts their attitudes while at work.³³ In short, their collective findings revealed both an operational need for, as well as a cultural acceptance of a CWS.

Officer Fatigue

When first discussing a compressed work schedule, the topic of officer fatigue comes up quickly. Initially there are not many positive thoughts associated with this topic in one's mind. Managing and mitigating fatigue requires striking a balance between a police officer's circadian rhythms and the rhythms of society.³⁴ There are many wide ranging contributing stressors to officer fatigue. Combinations of stressors in the police patrol environment produce cumulative and synergistic effects.³⁵ For example, overwork, loss of sleep, irregular sleep patterns, boredom, or high anxiety each can increase fatigue and the rate at which it accumulates.³⁶

Byran Vila, Ph.D., an internationally renowned subject matter expert on officer fatigue, has assisted many police departments with officer fatigue issues and the establishment of compressed work schedules. According to Dr. Vila, rotating shifts is one of the worst things any manager can do. This is especially true when rotating backwards. Regardless of the direction, rotating shifts are damaging. In a 10-hour shift system it disrupts one's biological systems and circadian rhythms in a manner equivalent to a 10-hour time zone shift.³⁷ Scientifically speaking, it is the same thing as jet lag. Jet lag is always worse when flying west to east, which is the same negative impact on the human body as rotating backwards. Shift rotations should be minimized

to the least amount acceptable by the department. In an interview, Vila said “I’d expect you would have fewer accidents, fewer injuries, and fewer disciplinary problems if you got away from rotating shifts; they simply fly in the face of science.”³⁸

In our increasingly litigious society, it seems reasonable to institute administrative measures to control fatigue among field police officers given what we know about its general effects on human perception, cognition, decision making, and motor skills.³⁹ This is compounded when officers elect to work off-duty law enforcement jobs or other outside employment. Of course this outside employment is in addition to their normal shift assignments and any required court appearances. Outside employment and courtroom testimony appearances in addition to the regular shift only apply to state and municipal departments, as it is rare that outside employment, particularly of a law enforcement nature, would be authorized by federal law enforcement agencies. Also, required court testimony is generally in lieu of an agent’s regular assignments rather than in addition to them.

Authorizations

Authorization for federal agencies to use a compressed work schedule for its employees has already been granted at many legislative and administrative levels. The Federal Employees Flexible and Compressed Work Schedules Act of 1982, codified at 5 U.S.C. § 6120 *et seq.* (the F&CWS law), authorizes a versatile and innovative work scheduling program for use in the Federal Government.⁴⁰ With the prevalence of varying demographics in the workplace and the emergence of work and family issues, the personal needs of agents and their families are gradually becoming nuisance type disruptions in the workforce, which decreases efficiency.

Presidential Memorandum. A Presidential memorandum for the heads of the executive departments and agencies dated July 11, 1994 addresses expanding family-friendly work arrangements in the executive branch. In order to recruit and retain a federal workforce that provides the highest quality of service to the American people, the executive branch must implement flexible work arrangements to create a “family-friendly” workplace.⁴¹ Broad use of flexible work arrangements to enable federal employees to better balance their work and family responsibilities can increase employee effectiveness and job satisfaction, while decreasing turnover rates and absenteeism.⁴²

Title 5 of the United States Codes (5 USC) authorizes the use of a compressed workday schedule for federal government employees. § 6127 - Compressed schedules; agencies authorized to use, (a) Notwithstanding section 6101 of this title, each agency may establish programs which use a four-day work-week or other compressed schedule.⁴³ This legislation could not be written any more clearly. Agencies in the federal government are explicitly entitled by law to implement compressed work schedules.

Department of Homeland Security. The Department of Homeland Security (DHS) in its Management Directive (MD) number 254-04, revision number: 00, issue date May 31, 2007 further authorizes in policy the use of alternative work schedules, to include compressed work schedules. It provides general guidance and procedures and assigns authorities and responsibilities for the establishment of alternative work schedules within DHS.⁴⁴ MD 254-04 defines alternative work schedules to mean both flexible work schedules and compressed work schedules.⁴⁵ It further defines CWS as an 80-hour

biweekly basic work requirement scheduled by an agency for fewer than 10 workdays.⁴⁶ This means completing an 80-hour basic work requirement in less than 10 calendar days. MD 254-04 also provides an example of a compressed schedule. The provided example is a four-day work-week, or a 4/10. In the case of a full-time employee who works a four-day work-week, the employee must work 10-hour days, 40-hour weeks and 80-hour pay periods.⁴⁷

MD 254-04 states, “AWS have the potential to enable managers and supervisors to meet their program goals while, at the same time, allowing employees to be more flexible in scheduling their personal activities.”⁴⁸ The benefits provided by AWS programs also are useful recruitment and retention tools.⁴⁹ Note, however, that with the exception of those policies subject to applicable bargaining units within DHS as having exclusive recognition, it is at management's discretion whether to offer any or all of the options under the alternative work schedules program to employees.⁵⁰

Office of Personnel Management. The Office of Personnel Management provides a Handbook on Alternative Work Schedules. In the handbook it states, “Agencies wishing to establish flexible or compressed work schedules permitted under 5 U.S.C. 6122 and/or 5 U.S.C. 6127 do not need OPM approval.”⁵¹ An important issue here relates to premium pay for holiday and Sunday hours. One difference between flexible and compressed work schedules is that an employee on a flexible work schedule may be credited with a maximum of eight hours towards the employee's basic work requirement on a holiday or Sunday (see 5 U.S.C. 6124 and the definition of Sunday work in 5 CFR 550.103), whereas the number of holiday or Sunday hours for an employee on a compressed work schedule is the number of hours regularly scheduled

for the employee to work on that day if not for the holiday (see 5 U.S.C. 6128(c) and (d)).⁵²

Nothing in the AWS program should be interpreted as diminishing the authority of an organization using nonstandard work schedules under 5 U.S.C. 6101 to continue to operate under those schedules with their applicable premium pay entitlements.⁵³ A "nonstandard work schedule" includes any schedule in which full-time employees work other than the standard schedule of eight-hour days and five-day weeks in an administrative work-week.⁵⁴ Such schedules include the first forty hour tours of duty, work schedules for employees receiving annual premium pay for regularly scheduled standby duty or administratively uncontrollable overtime, work schedules for employees receiving availability pay, and any schedule in which employees work more than eight-hour days or 40-hour weeks.⁵⁵

Bargaining Unit Employees. Bargaining unit employees may participate in an AWS program only under the terms provided in a negotiated agreement (5 U.S.C. 6130(a)(1) and (2)).⁵⁶ Therefore, an agency wishing to establish such a program for these employees must negotiate the establishment and terms of the program with the exclusive representative of the bargaining unit.⁵⁷ In an unorganized unit, a majority of affected employees must vote to be included in a CWS program. (See 5 U.S.C. 6127(b).)⁵⁸

Notional Compressed Work Schedule in the United States Border Patrol

4/10 Schedule. The notional compressed work schedule presented here is basically a four-day, 10-hour work schedule (4/10), followed by four days off. In this 4/10 schedule, agents work four 10-hour shifts to meet their basic requirement for the work week. The four-day work week will be followed by four consecutive days off. This

four-day rotation on and off is repeated for four cycles which creates exceptional stability for the agents, their families, and agency management. Uniformed personnel will then work five days on, three days off for four cycles. The first or last day of the five-day work weeks is a Station X day, which will be formally introduced and fully illustrated later in this paper. An agent's schedule would only be altered as a result of a semi-annual shift bid process, and otherwise remains perfectly stable.

Unit Cohesion. The men and women of the United States Border Patrol (USBP) must have honor, integrity, character and compassion at their core. Border Patrol agents demonstrate skill sets that are second to none when compared to any of their world-wide counterparts. While contradictory to their current scheduling, this concept is proposing a strategic transformation program that would increase agency efficiency and mission success. In transitioning to a 4/10 CWS, more than at any other time in its history, unit cohesion, would be at a greater level and would positively impact every tier of the USBP uniformed ranks. A 4/10 CWS means that all unit elements work together as a team all of the time. No other arrangement could possibly be more cohesive.

Agents benefit from this added cohesion by the building of absolute faith in their unit and team. The implementation of a 4/10 CWS allows the USBP to capitalize on their past successes by recognizing the new opportunities uncovered by the cohesion and stability aspects of the transformation program.⁵⁹ By implementing a CWS, the USBP's strategic leaders would demonstrate their commitment to doing everything possible to enable and ensure that the agent's capabilities are maximized, and thereby are more efficiently and effectively completing the mission.

Benefits of a Compressed Work Schedule

There are many advantages for moving to a permanent basic four day on, four day off CWS. Some of the advantages include but are not limited to:

- Enhanced unit cohesion
- Increased retention
- Increased recruiting ability
- Increased days off
- Increased time for physical recovery
- Improved ability to plan personal and family events in the short and long term
- Decreased attrition
- Decreased fuel consumption in personally owned vehicles
- Decreased fuel consumption in government owned vehicles
- Decreased building utility consumption to complete regular shift rotations
- Team integrity and unity
- Rotation synchronization

These advantages greatly benefit the USBP holistically.

Increased Personal/Family Days. In the current 5/8 work-week, agents' basic requirements are to report to work 260 days per year. In lieu of reporting to work, agents can utilize one of several types of available approved leave. In a 4/10 CWS, agents only have a basic requirement of reporting to work 208 days per year. The implementation of this CWS automatically provides agents with an additional 52 days off a year. There are tremendous morale improvements to be realized, as well as increased time for physical recovery. Although some researchers have found that

longer workdays can increase reported fatigue, others have found that increased time off enable workers to fully recuperate. When workers' interests and departments' interests are aligned, great results are predictable.

In the research conducted for this paper, only departments with two days off expressed any issues with officer fatigue; however, it was not severe enough for them to institute any enterprise-wide changes. The departments having consecutive days off ranging from three to six days reported no officer fatigue issues in their respective departments. Research shows that officer fatigue is more related to the number of consecutive days off between work-weeks, than it is related to the number of hours worked per day.

Increased Time for Physical Recovery. Reporting to work 52 less days per year is accomplished by a 2.5-hour per day investment by the agent. The duties of a Border Patrol Agent at times do require exceptional physical demands. The four days off-duty cycle in the 4/10 CWS provides agents with significantly more time for physical and mental recuperation. This better enables human bodies to endure the required duties over a twenty-five year career cycle. Pierce and Durham (1992) found a significant reduction in reported fatigue and stress following institution of a [4/12] schedule but were unable to obtain objective fatigue measures.⁶⁰

In a recent memorandum from Acting Chief Michael J. Fisher of the U.S. Border Patrol, dated January 22, 2010, he introduces the DHS *Together: Employee and Organizational Resilience Program*. This is a new program designed to bring awareness and education to all DHS employees about the daily pressures of one's job and family. In support of this program and in an effort to foster a workforce with healthy

minds and resilient spirits, Secretary Janet Napolitano is asking that all Department of Homeland Security (DHS) employees participate in a safety stand-down.⁶¹ "In the past few years, [the] agency has experienced an increased number of suicides and off-duty arrests."⁶² Frequently, these incidents are related to an inability to cope with the daily pressures of one's job and family.⁶³ The stability and increased number of days off offered by a compressed work schedule allows uniformed personnel more control over the important aspects of their personal lives as well as additional time to spend with their families on a consistent basis.

Improved Ability to Plan Personal Events in the Long Term. In a recent Brigham Young University study (BYU), it has been documented that employees working a 4/10 work-week experience lower levels of work–family conflict than their counterparts who are working conventional schedules.⁶⁴ With the exception of a semi-annual shift bidding season, 4/10 CWS shifts are permanently scheduled. Anyone looking at any point into the future immediately knows whether a particular unit is working, whether they are looking at weeks, months, or years into the future. This actually aids agents when deciding for which shift to bid.

Estimated Monetary Savings and Reduced Environmental Impact

Secretary Napolitano's Efficiency Reviews. Since being named the Secretary of Homeland Security, Janet Napolitano has had at least two efficiency reviews within her department. "DHS is committed to streamlining our operations, increasing transparency and maximizing the use of taxpayer dollars," said Secretary Napolitano.⁶⁵ "I am proud of the initial successes of our Efficiency Review, which are already changing the culture at DHS and generating significant savings and efficiencies."⁶⁶ The use of a compressed work schedule in the federal government, implemented in an enterprise

approach, increases efficiencies and create financial savings for both the employees and the American taxpayer.

Decreased Fuel Usage during Commuting to and from Work. Employees commute to and from work four days per week instead of the current five days per week. That equates to a permanent 20% reduction in commuting fuel costs for every agent, supervisor and manager. Additionally, that same 20% reduction translates into an equivalent reduction in the negative environmental impact created by the footprint of everyday commuting, regardless of the method of travel.

It is impossible to calculate the actual monetary savings in advance, but using a recent ABC News poll, the average American commuter travels sixteen miles each way to and from work.⁶⁷ When considering traffic signal wait times, delays and congestion, a conservative estimate indicates that approximately two gallons of fuel per employee is used to commute to and from work. According to the U.S. Department of Energy, as of December 07, 2009, the average cost of gas per gallon in the United States is \$2.63.⁶⁸ Based on these national averages, the annual fuel cost is \$1,367 per person to commute to and from work. The implementation of a 4/10 CWS results in each agent, supervisor, and manager to report to work one less day per week. Reporting to work one less day per week saves each agent \$273.52 annually. If 20,000 agents reported to work one day less per week, that annual personal savings would be approximately \$5.5 million.

These savings may be higher as most Border Patrol stations are located in remote locations and therefore outside the normal range sited in the ABC News poll. While there are no studies to confirm it, there is anecdotal evidence that Border Patrol

agents on average, travel greater distances than the average commuter, which would result in even higher yearly savings. The environmental impact created by Border Patrol agents would also be further reduced.

Decreased Fuel Usage during Shift Change Rotations. In a 4/10 CWS, shift rotations decrease from the standard three shifts per day to two shifts per day. Currently, the USBP's Brownsville, Texas Station (BRP), consumes 225 gallons of fuel during an average shift.⁶⁹ The average number of agents mustered for each shift at a Border Patrol Station is thirty.⁷⁰ Most agents drive on average twenty miles each way between their station and their assigned area of responsibility (AOR), thereby using approximately three gallons of fuel in order to complete their shift change rotations.⁷¹ With three shift rotations occurring in the current 5/8 conventional work schedule, about ninety gallons of fuel is used to rotate agents in and out of the stations at shift change. By removing one rotation of agents during the day, the average station will realize an annual savings of 32,850 gallons of fuel, or approximately \$86,395.50, based on pricing data available at this writing. While unlikely, should fuel prices stay at their current prices and considering there are 143 Border Patrol Stations, the savings to be realized by the agency would be approximately \$12.4 million annually.

CBP "Going Green" Campaign. Customs and Border Protection (CBP) is currently engaged in a "Going Green" campaign. Recently CBP completed construction of the new El Paso Border Patrol Station. Over time, the energy efficiencies at the new El Paso Station will save taxpayer dollars by lowering operational costs.⁷² For example, [they] expect to save approximately 25% on annual electric usage by using state-of-the-

art energy-saving technologies, such as skylights, occupancy sensor lights, solar panels, reflective roofing, and LED lights.⁷³

Decreased Utilities Usage to Complete Shift Changes. While these efforts demonstrate significant progress where new stations are being built, there are many other ways federal agencies such as DHS can contribute to the “Going Green” or like kind campaigns. To illustrate, the Brownsville Station (BRP) uses approximately \$168,000 of electricity annually in its administrative areas.⁷⁴ The majority of this usage can be attributed to the hours during shift change as that is when the station population swells. Outside of those time periods, the station’s administrative areas are virtually empty.

Therefore, it is reasonable to conclude that the reduction from three shift changes per day to two shift changes per day would result in an approximately 33% decrease in utility usage in these administrative areas. The station exemplified above would realize an approximate savings of \$55,440 annually. Considering there are 143 Border Patrol Stations, the savings to be realized by the agency would be approximately \$8 million annually.

Limitations of a Compressed Work Schedule

There are limitations to be considered with a CWS as well. Disadvantages include, but are not limited to, the loss of ability to request days off which is usually done by seniority. In this type of CWS, days off are set in advance and are known in advance for the life cycle of the schedule rotation. Longer work days are also a disadvantage of working a CWS. That being said, they are not out of the ordinary and are very much in line with the overwhelming large municipal and state law enforcement departments.

Unique Disadvantage for the USBP. One unique disadvantage for the USBP is that while no additional BPAs would be needed, minimal increases in supervisory and management staff at the Supervisory Border Patrol Agent (SBPA) and the Field Operations Supervisor (FOS) ranks may be necessary. This is due to the fact that an entirely new unit would be created, which would result in four units covering two shifts, thereby necessitating a need for additional SBPA and FOS staff to manage it. This is discussed in greater detail later in a notional example.

Equitable Distribution of Days Off. There are cultural issues associated with implementing a CWS. Seniority matters in the USBP. At present, days off are generally approved on the basis of seniority. The most senior people in the agency will be reluctant to give up the control that they currently have and enjoy when it comes to choosing their regular days off. On the other hand, fairness demands that you base your judgment on thoughtful consideration of the overall strengths and weaknesses of the ideas, not on your initial impressions or feelings.⁷⁵ The USBP is a resilient learning organization and most certainly possesses the ability to overcome this anticipated friction. A CWS marginalizes the privilege of seniority as it institutes an equitable distribution of preferred days off for all uniformed personnel.

Increased Premium Pays. In order to properly cover shifts, holiday pay would increase by 20% for those who work the holiday. Overtime pay (45 ACT) would need to be increased by some amount if it were needed in daily operations. These and other premium pays are addressed and accounted for by all necessary authorizations listed earlier in this paper.

Longer Work Days. Days worked are longer for many agents. Hours worked per day increase from an eight hours basic requirement and two hours of administratively uncontrollable overtime (AUO), which is 25% AUO, to ten hours basic requirement and two and a half hours of AUO, thus remaining at 25%. Many times agents already work longer days completing paperwork or otherwise continuing their duties, so this is not foreign to most of them. Moreover, agents that have worked double shifts have already proven that long 16, 17, and 18 hour days in the field can be done effectively, for short periods. In this case, 12.5-hour days are the average workday. The increased physical and mental expense of 2.5-hours per day is far outweighed by the additional 52 days off annually which greatly increases physical and mental recovery time, in the end.

Notional Example of use in the United States Border Patrol

A permanent CWS with semi-annual bidding seasons is the suggested shift scheduling in this example. This concept takes the available workforce at any given station and divides it up into four patrol groups or units rather than the traditional three patrol groups present at most stations with 24-hour operations. Of the four units, two of them are working during any 24-hour period. They cover days and nights, while the other two units are on days off. Figures 2a, 2b, 2c and 2d illustrate the schedules of the proposed four separate patrol groups for one station in any given sector.

4/10 compressed work schedule (CWS)

Patrol Group A - Days 6:00 am - 6:30 pm Manpower in Stable																
	<div> <div>12.5</div> <div>12.5</div> <div>12.5</div> </div> <div> <div>12.5</div> <div>12.5</div> <div>12.5</div> </div> <div> <div>12.5</div> <div>12.5</div> <div>12.5</div> </div>															
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PP 26	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS	December
	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	100	December
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	December
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	January
PP 01	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	100	January
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	January
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	February
PP 02	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	100	February
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	February
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	February
PP 03	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	100	February
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	February
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	March
PP 04	2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27	100	March
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	March
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	March
PP 05	2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	100	March
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	March
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	April
PP 06	3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27	100	April
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	April
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	April
PP 07	3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10	100	April
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	April
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	May
PP 08	4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24	100	May
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	May
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	May
PP 09	4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	100	May
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	May
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	May
PP 10	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	100	May
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	May
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	June
PP 11	5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5	100	June
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	June
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	June
PP 12	6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	100	June
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	June
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	July
PP 13	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3	100	July
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	July
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	July
PP 14	7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	100	July
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	July
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	August
PP 15	7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31	100	August
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	August
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	August
PP 16	8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14	100	August
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	August
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	September
PP 17	8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28	100	September
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	September
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	September
PP 18	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	100	September
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	September
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	October
PP 19	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25	100	October
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	October
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	October
PP 20	9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9	100	October
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	October
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	November
PP 21	10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23	100	November
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	November
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	November
PP 22	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	100	November
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	November
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	November
PP 23	11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20	100	November
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	November
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	December
PP 24	11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4	100	December
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	December
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	100	December
PP 25	12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18	100	December
	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100	December

Figure 2a

4/10 compressed work schedule (CWS)

Patrol Group A - Midnights 6:00 pm - 6:30 am Manpower in Stable

12.5	= Regular Assigned Work Day
12.5	= Assigned to Station X
	= Assigned Day Off

	Patrol Group A - Midnights 6:00 pm - 6:30 am														Manpower in Stable		PP HOURS
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2			December
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					PP 26
																	100
PP 01	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			January
	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16			PP 01
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 02	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			February
	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30			PP 02
				12.5	12.5	12.5	12.5					12.5	12.5	12.5			100
PP 03	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			February
	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	2/14	2/15	2/16			PP 03
	12.5	12.5				12.5	12.5	12.5					12.5	12.5			100
PP 04	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			March
	2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27			PP 04
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 05	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			March
	2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13			PP 05
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 06	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			April
	3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27			PP 06
				12.5	12.5	12.5	12.5					12.5	12.5	12.5			100
PP 07	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			April
	3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10			PP 07
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 08	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			May
	4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24			PP 08
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 09	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			May
	4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8			PP 09
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 10	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			May
	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22			PP 10
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5			100
PP 11	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			June
	5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5			PP 11
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 12	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			June
	6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19			PP 12
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 13	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			July
	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3			PP 13
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 14	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			July
	7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17			PP 14
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5			100
PP 15	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			August
	7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31			PP 15
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 16	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			August
	8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14			PP 16
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 17	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			September
	8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28			PP 17
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 18	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			September
	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11			PP 18
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5			100
PP 19	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			October
	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25			PP 19
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 20	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			October
	9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9			PP 20
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 21	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			November
	10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23			PP 21
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 22	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			November
	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6			PP 22
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5			100
PP 23	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			November
	11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20			PP 23
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 24	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			December
	11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4			PP 24
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 25	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			December
	12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18			PP 25
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100

Figure 2b

4/10 compressed work schedule (CWS)

Patrol Group B - Days 6:00 am - 8:30 pm Manpower in Stable

12.5 = Assigned Line Day
 12.5 = Assigned to Station X
 = Assigned Day Off

	Patrol Group B - Days 6:00 am - 8:30 pm														Manpower in Stable		PP HOURS
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			December
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2			PP 26
				12.5	12.5	12.5	12.5					12.5	12.5	12.5			100
PP 01	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			January
	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16			PP 01
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 02	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			February
	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30			PP 02
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 03	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			February
	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13			PP 03
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 04	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			March
	2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27			PP 04
			12.5	12.5	12.5	12.5					12.5	12.5	12.5				100
PP 05	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			March
	2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13			PP 05
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 06	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			April
	3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27			PP 06
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 07	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			April
	3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10			PP 07
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 08	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			May
	4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24			PP 08
				12.5	12.5	12.5	12.5					12.5	12.5	12.5			100
PP 09	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			May
	4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8			PP 09
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 10	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			May
	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22			PP 10
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 11	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			June
	5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5			PP 11
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 12	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			June
	6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19			PP 12
				12.5	12.5	12.5	12.5					12.5	12.5	12.5			100
PP 13	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			July
	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3			PP 13
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 14	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			July
	7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17			PP 14
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 15	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			August
	7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31			PP 15
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 16	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			August
	8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14			PP 16
				12.5	12.5	12.5	12.5					12.5	12.5	12.5			100
PP 17	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			September
	8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28			PP 17
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 18	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			September
	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11			PP 18
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 19	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			October
	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25			PP 19
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 20	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			October
	9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9			PP 20
				12.5	12.5	12.5	12.5					12.5	12.5	12.5			100
PP 21	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			November
	10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23			PP 21
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100
PP 22	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			November
	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6			PP 22
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5					100
PP 23	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			November
	11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20			PP 23
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 24	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			December
	11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4			PP 24
				12.5	12.5	12.5	12.5					12.5	12.5	12.5			100
PP 25	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S			December
	12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18			PP 25
	12.5	12.5				12.5	12.5	12.5	12.5					12.5			100

Figure 2c

What you have just seen and throughout this paper are G-259 schedule worksheets. In the far left column is the pay period (PP) number. Across the middle are fourteen calendaring days. In each of these blocks, the date is shown along with the status of the patrol group. The right column is total hours worked.

Figures 3a and 3b are calendars of “day” shifts Patrol Group A and Patrol Group B.

4/10 compressed work schedule (CWS)

Patrol Group A - Days 6:00 am - 6:30 pm

Manpower in Stable

12.5

12.5

= Regular Assigned Work Day

= Assigned to Station X

= Assigned Day Off

Patrol Group A - Days 6:00 am - 6:30 pm

Manpower in Stable

PP HOURS

December

PP 26

12/20

12/21

12/22

12/23

12/24

12/25

12/26

12/27

12/28

12/29

12/30

12/31

1/1

1/2

PP 26

12.5

12.5

12.5

12.5

12.5

12.5

12.5

12.5

100

S

M

Tu

W

Th

F

S

S

M

Tu

W

Th

F

S

January

1/3

1/4

1/5

1/6

1/7

1/8

1/9

1/10

1/11

1/12

1/13

1/14

1/15

1/16

PP 01

12.5

12.5

12.5

12.5

12.5

12.5

12.5

12.5

100

S

M

Tu

W

Th

F

S

S

M

Tu

W

Th

F

S

February

1/17

1/18

1/19

1/20

1/21

1/22

1/23

1/24

1/25

1/26

1/27

1/28

1/29

1/30

PP 02

12.5

12.5

12.5

12.5

12.5

12.5

12.5

100

S

M

Tu

W

Th

F

S

S

M

Tu

W

Th

F

S

February

1/31

2/1

2/2

2/3

2/4

2/5

2/6

2/7

2/8

2/9

2/10

2/11

2/12

2/13

PP 03

12.5

12.5

12.5

12.5

12.5

12.5

12.5

12.5

100

Figure 3a

4/10 compressed work schedule (CWS)

Patrol Group B - Days 6:00 am - 6:30 pm

Manpower in Stable

12.5 = Assigned Line Day

12.5 = Assigned to Station X

= Assigned Day Off

	Patrol Group B - Days 6:00 am - 6:30 pm														Manpower in Stable	
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS	
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	December	
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	PP 26	
															100	
PP 01	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January	
	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01	
	12.5	12.5				12.5	12.5	12.5	12.5	12.5			12.5		100	
PP 02	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February	
	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02	
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100	
PP 03	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February	
	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03	
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100	

Figure 3b

Figures 3 and 4 demonstrate how the sister shifts complement one another. Anyone can easily see which shift is responsible for coverage at any time. You can see that 40-hours of the agents' basic hourly requirements are met in every week and 80-hours are met in every pay period. Also, 25% administratively uncontrollable overtime (AUO) is equally maintained both weekly and by pay period.

Figures 4a and 4b are calendars of "night" shifts Patrol Group A and Patrol Group B.

4/10 compressed work schedule (CWS)

Patrol Group A - Midnights 6:00 pm - 6:30 am

Manpower in Stable

12.5

= Regular Assigned Work Day

12.5

= Assigned to Station X

= Assigned Day Off

Patrol Group A - Midnights 6:00 pm - 6:30 am

Manpower in Stable

	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS
															December
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	PP 26
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January
PP 01	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February
PP 02	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February
PP 03	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03
	12.5	12.5				12.5	12.5	12.5	12.5	12.5				12.5	100

Figure 4a

4/10 compressed work schedule (CWS)

Patrol Group B - Midnights 6:00 pm - 6:30 am

Manpower in Stable

12.5

 = Regular Assigned Work Day

12.5

 = Assigned to Station X

= Assigned Day Off

Patrol Group B - Midnights 6:00 pm - 6:30 am																Manpower in Stable	
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS		
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	PP 26		
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100		
PP 01	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January		
	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01		
	12.5	12.5				12.5	12.5	12.5	12.5	12.5				12.5	100		
PP 02	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February		
	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02		
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100		
PP 03	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February		
	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03		
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100		

Figure 4b

In the legend of the G-259s, there are block identifications. The blocks identified as “Assigned to Station X” indicates they are an entirely additional patrol group or unit on that particular date and shift, see Figure 4b. This occurs because their sister shift is already working that same day and time period, see Figure 4a. It is this additional workforce that would fulfill the staffing requirements of the Station X concept.

Station X

Think laterally and imagine a virtual station that does not physically exist anywhere, but its workforce is very real. This workforce has the ability to amass and surge as directed by the Chief Patrol Agent (CPA) of a sector, or their designee. A Sector is a large geographical area that contains multiple Border Patrol Stations. This idea, which undoubtedly may remain blurry in many reader’s minds, is in fact Station X. Station X provides sector CPAs unprecedented personnel maneuverability and flexibility without regard or interruption to sector-wide regular daily operations.

Station X is a virtual station that operates either dependently or independently anywhere within a Border Patrol Sector’s area of responsibility. Station X is operational when there is an available extra patrol group from any station within the sector. Again, this extra patrol group is identified in all G-259 schedule worksheets throughout this paper by the blocks identified as “Assigned to Station X.” This workforce varies depending upon the number of the stations within that sector, as each station would only provide one shift at a time for both day and night shift operations of Station X. If a sector has seven different stations and each station began the CWS on a different day of the week, it will fully staff Station X for 24/7 operations or training. Variations dependent on number of participating stations may cause minor fluctuations.

Next is an example of a sector's Station X schedule when supported by four stations. In this example, the virtual Station X will be staffed from four Stations within a Sector as illustrated in the following pages of sample G-259s identifying the exact Station/Shift reporting to cover Station X duties on any given day.

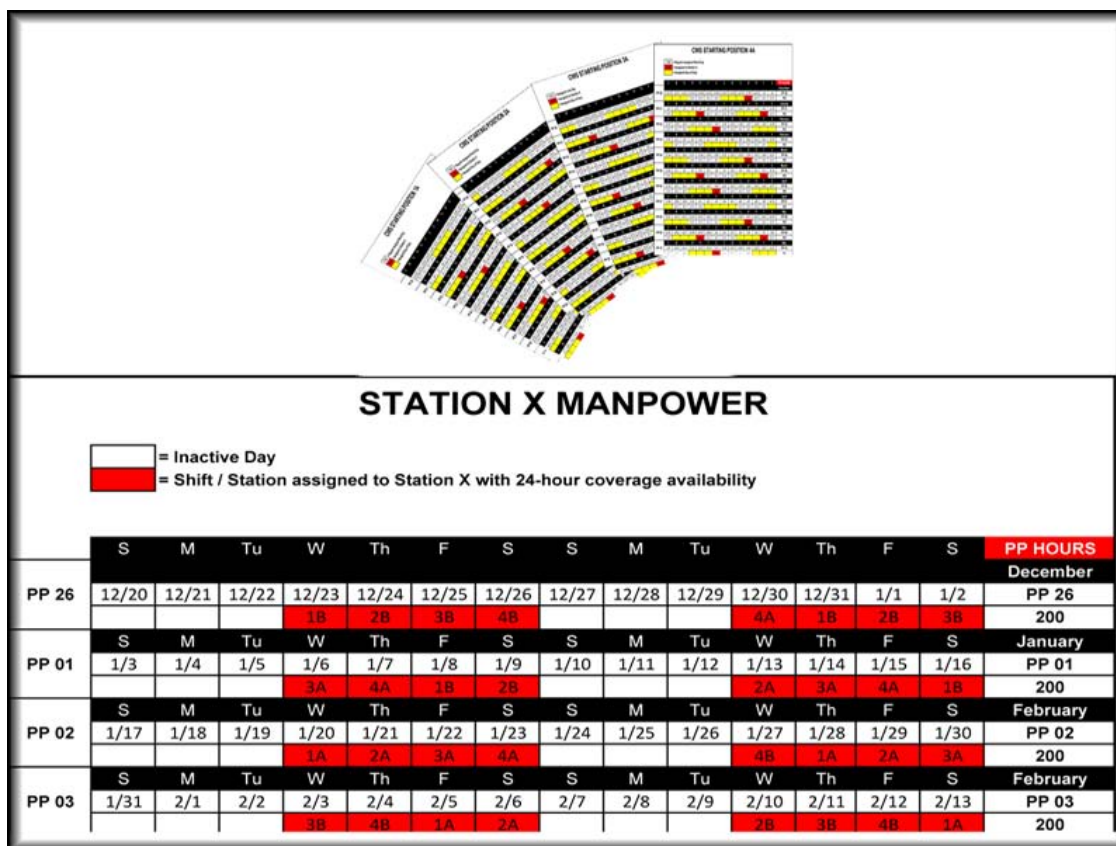


Figure 5

In Figures 5 and 6, all of the days with a number and letter in them demonstrate the shift and station providing 24-hour coverage for Station X operations on any date. Figure 5 above illustrate how the various extra shift from the four supporting stations in the sector filter down to the Station X G-259 in Figure 6. As the number of stations increases or decreases, so does the number of days of coverage at Station X. Figures 7a through 7h illustrate an example based on a calendar year or twenty-six pay periods.

STATION X MANPOWER																	

CWS STARTING POSITION 1A																	
		12.5 = Regular Assigned Work Day															
		12.5 = Assigned to Station X															
		= Assigned Day Off															
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS	
		December															
PP 26		12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	PP 26	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100	
PP 01		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January	
		1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01	
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100	
PP 02		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February	
		1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02	
					12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100	
PP 03		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February	
		1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03	
		12.5	12.5				12.5	12.5	12.5	12.5					12.5	100	
PP 04		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March	
		2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27	PP 04	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100	
PP 05		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March	
		2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	PP 05	
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100	
PP 06		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April	
		3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27	PP 06	
					12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100	
PP 07		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April	
		3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10	PP 07	
		12.5	12.5				12.5	12.5	12.5	12.5	12.5				12.5	100	
PP 08		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
		4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24	PP 08	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100	
PP 09		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
		4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	PP 09	
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100	
PP 10		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
		5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	PP 10	
					12.5	12.5	12.5	12.5					12.5	12.5	12.5	100	
PP 11		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June	
		5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5	PP 11	
		12.5	12.5				12.5	12.5	12.5	12.5	12.5				12.5	100	
PP 12		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June	
		6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	PP 12	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100	
PP 13		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July	
		6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3	PP 13	
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100	
PP 14		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July	
		7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	PP 14	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
PP 15		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August	
		7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31	PP 15	
		12.5	12.5				12.5	12.5	12.5	12.5					12.5	100	
PP 16		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August	
		8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14	PP 16	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100	
PP 17		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September	
		8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28	PP 17	
			12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100	
PP 18		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September	
		8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	PP 18	
					12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100	
PP 19		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October	
		9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25	PP 19	
		12.5	12.5				12.5	12.5	12.5	12.5					12.5	100	
PP 20		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October	
		9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9	PP 20	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100	
PP 21		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
		10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23	PP 21	
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100	
PP 22		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
		10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	PP 22	
					12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100	
PP 23		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
		11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20	PP 23	
		12.5	12.5				12.5	12.5	12.5	12.5					12.5	100	
PP 24		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December	
		11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4	PP 24	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100	
PP 25		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December	
		12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18	PP 25	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	

CWS STARTING POSITION 1B

12.5

= Regular Assigned Work Day

12.5

= Assigned to Station X

Yellow

= Assigned Day Off

	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS
															December
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	PP 26
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	100
PP 01	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January
	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01
	12.5	12.5				12.5	12.5	12.5	12.5					12.5	100
PP 02	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February
	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 03	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February
	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03
			12.5	12.5	12.5	12.5	12.5						12.5	12.5	100
PP 04	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March
	2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27	PP 04
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100
PP 05	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March
	2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	PP 05
	12.5	12.5				12.5	12.5	12.5	12.5					12.5	100
PP 06	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April
	3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27	PP 06
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 07	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April
	3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10	PP 07
			12.5	12.5	12.5	12.5						12.5	12.5	12.5	100
PP 08	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May
	4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24	PP 08
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100
PP 09	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May
	4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	PP 09
	12.5	12.5				12.5	12.5	12.5	12.5					12.5	100
PP 10	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May
	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	PP 10
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 11	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June
	5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5	PP 11
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100
PP 12	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June
	6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	PP 12
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100
PP 13	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July
	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3	PP 13
	12.5	12.5				12.5	12.5	12.5	12.5					12.5	100
PP 14	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July
	7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	PP 14
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 15	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August
	7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31	PP 15
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100
PP 16	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August
	8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14	PP 16
			12.5	12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100
PP 17	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September
	8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28	PP 17
	12.5	12.5				12.5	12.5	12.5	12.5					12.5	100
PP 18	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September
	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	PP 18
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 19	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October
	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25	PP 19
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100
PP 20	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October
	9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9	PP 20
			12.5	12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100
PP 21	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November
	10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23	PP 21
	12.5	12.5				12.5	12.5	12.5	12.5					12.5	100
PP 22	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November
	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	PP 22
	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
PP 23	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November
	11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20	PP 23
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100
PP 24	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December
	11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4	PP 24
			12.5	12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100
PP 25	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December
	12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18	PP 25
	12.5	12.5				12.5	12.5	12.5	12.5	12.5				12.5	100

Figure 7b

CWS STARTING POSITION 2A																
	12.5	= Regular Assigned Work Day														
	12.5	= Assigned to Station X														
		= Assigned Day Off														
	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS	
																December
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	PP 26	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
PP 01	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January	
	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01	
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
PP 02	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February	
	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02	
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
PP 03	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February	
	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03	
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100	
PP 04	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March	
	2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27	PP 04	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
PP 05	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March	
	2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	PP 05	
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
PP 06	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April	
	3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27	PP 06	
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
PP 07	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April	
	3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10	PP 07	
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100	
PP 08	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
	4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24	PP 08	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
PP 09	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
	4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	PP 09	
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
PP 10	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	PP 10	
	12.5				12.5	12.5	12.5	12.5					12.5	12.5	100	
PP 11	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June	
	5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5	PP 11	
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100	
PP 12	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June	
	6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	PP 12	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
PP 13	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July	
	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3	PP 13	
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
PP 14	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July	
	7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	PP 14	
	12.5				12.5	12.5	12.5	12.5					12.5	12.5	100	
PP 15	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August	
	7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31	PP 15	
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100	
PP 16	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August	
	8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14	PP 16	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
PP 17	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September	
	8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28	PP 17	
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
PP 18	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September	
	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	PP 18	
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
PP 19	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October	
	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25	PP 19	
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100	
PP 20	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October	
	9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9	PP 20	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
PP 21	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
	10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23	PP 21	
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
PP 22	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	PP 22	
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
PP 23	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
	11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20	PP 23	
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100	
PP 24	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December	
	11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4	PP 24	
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
PP 25	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December	
	12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18	PP 25	
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	

CWS STARTING POSITION 2B																									
	12.5	= Regular Assigned Work Day																							
	12.5	= Assigned to Station X																							
		= Assigned Day Off																							
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS									
		December																							
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	PP 26										
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100										
PP 01	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January										
	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01										
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100										
PP 02	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February										
	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02										
	12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100										
PP 03	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February										
	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03										
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100										
PP 04	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March										
	2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27	PP 04										
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100										
PP 05	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March										
	2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	PP 05										
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100										
PP 06	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April										
	3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27	PP 06										
	12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100										
PP 07	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April										
	3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10	PP 07										
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100										
PP 08	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May										
	4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24	PP 08										
	12.5				12.5	12.5	12.5	12.5					12.5	12.5	100										
PP 09	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May										
	4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	PP 09										
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100										
PP 10	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May										
	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	PP 10										
	12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100										
PP 11	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June										
	5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5	PP 11										
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100										
PP 12	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June										
	6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	PP 12										
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100										
PP 13	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July										
	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3	PP 13										
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100										
PP 14	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July										
	7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	PP 14										
	12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100										
PP 15	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August										
	7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31	PP 15										
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100										
PP 16	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August										
	8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14	PP 16										
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100										
PP 17	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September										
	8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28	PP 17										
	12.5	12.5	12.5				12.5	12.5	12.5	12.5					100										
PP 18	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September										
	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	PP 18										
	12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100										
PP 19	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October										
	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25	PP 19										
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100										
PP 20	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October										
	9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9	PP 20										
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100										
PP 21	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November										
	10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23	PP 21										
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100										
PP 22	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November										
	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	PP 22										
	12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100										
PP 23	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November										
	11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20	PP 23										
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100										
PP 24	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December										
	11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4	PP 24										
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100										
PP 25	S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December										
	12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18	PP 25										
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100										

CWS STARTING POSITION 3A																			
		12.5		= Assigned Line Day		12.5		= Assigned to Station X				= Assigned Day Off							
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS			
		December																	
PP 26		12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	PP 26			
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January			
PP 01		1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01			
					12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February			
PP 02		1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02			
		12.5	12.5				12.5	12.5	12.5	12.5	12.5				12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February			
PP 03		1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03			
		12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5			100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March			
PP 04		2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27	PP 04			
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March			
PP 05		2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	PP 05			
					12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April			
PP 06		3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27	PP 06			
		12.5	12.5				12.5	12.5	12.5	12.5				12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April			
PP 07		3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10	PP 07			
		12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5			100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May			
PP 08		4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24	PP 08			
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May			
PP 09		4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	PP 09			
				12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May			
PP 10		5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	PP 10			
		12.5	12.5				12.5	12.5	12.5	12.5				12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June			
PP 11		5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5	PP 11			
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June			
PP 12		6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	PP 12			
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July			
PP 13		6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3	PP 13			
				12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July			
PP 14		7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	PP 14			
		12.5	12.5				12.5	12.5	12.5	12.5				12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August			
PP 15		7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31	PP 15			
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August			
PP 16		8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14	PP 16			
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September			
PP 17		8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28	PP 17			
				12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September			
PP 18		8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	PP 18			
		12.5	12.5				12.5	12.5	12.5	12.5				12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October			
PP 19		9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25	PP 19			
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October			
PP 20		9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9	PP 20			
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November			
PP 21		10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23	PP 21			
				12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November			
PP 22		10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	PP 22			
		12.5	12.5				12.5	12.5	12.5	12.5				12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November			
PP 23		11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20	PP 23			
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December			
PP 24		11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4	PP 24			
				12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5	100			
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December			
PP 25		12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18	PP 25			
				12.5	12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	100			

12.5 = Assigned Line Day
12.5 = Assigned to Station X
= Assigned Day Off

Figure 7f

CWS STARTING POSITION 4A																	
		12.5 = Regular Assigned Work Day															
		12.5 = Assigned to Station X															
		12.5 = Assigned Day Off															
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS	
		December															
PP 26		12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2	PP 26	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January	
PP 01		1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	PP 01	
		12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February	
PP 02		1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30	PP 02	
		12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February	
PP 03		1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	PP 03	
			12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March	
PP 04		2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27	PP 04	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March	
PP 05		2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	PP 05	
		12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April	
PP 06		3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27	PP 06	
		12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April	
PP 07		3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10	PP 07	
			12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
PP 08		4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24	PP 08	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
PP 09		4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	PP 09	
		12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May	
PP 10		5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	PP 10	
		12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June	
PP 11		5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5	PP 11	
			12.5	12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June	
PP 12		6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	PP 12	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July	
PP 13		6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3	PP 13	
		12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July	
PP 14		7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	PP 14	
		12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August	
PP 15		7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31	PP 15	
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August	
PP 16		8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14	PP 16	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September	
PP 17		8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28	PP 17	
		12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September	
PP 18		8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	PP 18	
		12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October	
PP 19		9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25	PP 19	
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October	
PP 20		9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9	PP 20	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
PP 21		10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23	PP 21	
		12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
PP 22		10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	PP 22	
		12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5				100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November	
PP 23		11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20	PP 23	
			12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5		100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December	
PP 24		11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4	PP 24	
					12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5	100	
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December	
PP 25		12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18	PP 25	
		12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5	100	

CWS STARTING POSITION 4B																
		12.5	= Regular Assigned Work Day													
		12.5	= Assigned to Station X													
			= Assigned Day Off													
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	PP HOURS
		December														
PP 26	12/20	12/21	12/22	12/23	12/24	12/25	12/26	12/27	12/28	12/29	12/30	12/31	1/1	1/2		PP 26
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5					100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	January
PP 01	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16		PP 01
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February
PP 02	1/17	1/18	1/19	1/20	1/21	1/22	1/23	1/24	1/25	1/26	1/27	1/28	1/29	1/30		PP 02
											12.5	12.5	12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	February
PP 03	1/31	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13		PP 03
	12.5						12.5	12.5	12.5	12.5			12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March
PP 04	2/14	2/15	2/16	2/17	2/18	2/19	2/20	2/21	2/22	2/23	2/24	2/25	2/26	2/27		PP 04
	12.5	12.5	12.5				12.5	12.5	12.5	12.5						100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	March
PP 05	2/28	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13		PP 05
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April
PP 06	3/14	3/15	3/16	3/17	3/18	3/19	3/20	3/21	3/22	3/23	3/24	3/25	3/26	3/27		PP 06
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	April
PP 07	3/28	3/29	3/30	3/31	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10		PP 07
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May
PP 08	4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4/21	4/22	4/23	4/24		PP 08
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5					100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May
PP 09	4/25	4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8		PP 09
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	May
PP 10	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22		PP 10
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June
PP 11	5/23	5/24	5/25	5/26	5/27	5/28	5/29	5/30	5/31	6/1	6/2	6/3	6/4	6/5		PP 11
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	June
PP 12	6/6	6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19		PP 12
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5					100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July
PP 13	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3		PP 13
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	July
PP 14	7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17		PP 14
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August
PP 15	7/18	7/19	7/20	7/21	7/22	7/23	7/24	7/25	7/26	7/27	7/28	7/29	7/30	7/31		PP 15
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	August
PP 16	8/1	8/2	8/3	8/4	8/5	8/6	8/7	8/8	8/9	8/10	8/11	8/12	8/13	8/14		PP 16
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5					100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September
PP 17	8/15	8/16	8/17	8/18	8/19	8/20	8/21	8/22	8/23	8/24	8/25	8/26	8/27	8/28		PP 17
	12.5	12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	September
PP 18	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11		PP 18
				12.5	12.5	12.5	12.5				12.5	12.5	12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October
PP 19	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25		PP 19
	12.5				12.5	12.5	12.5	12.5	12.5				12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	October
PP 20	9/26	9/27	9/28	9/29	9/30	10/1	10/2	10/3	10/4	10/5	10/6	10/7	10/8	10/9		PP 20
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5					100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November
PP 21	10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10/21	10/22	10/23		PP 21
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November
PP 22	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6		PP 22
					12.5	12.5	12.5	12.5			12.5	12.5	12.5	12.5		100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	November
PP 23	11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20		PP 23
	12.5				12.5	12.5	12.5	12.5				12.5	12.5			100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December
PP 24	11/21	11/22	11/23	11/24	11/25	11/26	11/27	11/28	11/29	11/30	12/1	12/2	12/3	12/4		PP 24
	12.5	12.5	12.5				12.5	12.5	12.5	12.5	12.5					100
		S	M	Tu	W	Th	F	S	S	M	Tu	W	Th	F	S	December
PP 25	12/5	12/6	12/7	12/8	12/9	12/10	12/11	12/12	12/13	12/14	12/15	12/16	12/17	12/18		PP 25
		12.5	12.5	12.5	12.5					12.5	12.5	12.5	12.5			100

Figure 7h

In Figures 7a through 7h, each starting position represents a supporting station and shift. Each title has a starting position number and letter. Each number is a station. Each letter is a unit. This CWS illustration demonstrates the potential of maximizing personal deployments to Station X with only four stations supporting its activities.

In this example, Station X holds muster at sector headquarters or any other location deemed appropriate. Daily assignments are handed out at that time. Station X is the application of additional resources to any identified issue or hot zone that warrants the additional focus as determined by the sector CPA. This allows Agents to gain valuable additional professional experience from all areas throughout their sector that normally would not be available to them. These challenges make them well-rounded agents and ensuring agents' personal and professional growth is a strategic investment in the Agency's future.

Additionally, the blocks identified as "Assigned to Station X" may instead be used for training. This allows training to be conducted without interfering with the sector's operational tempo. This would allow entire shifts to complete training, such as quarterly firearms qualifications, in one day when it would normally be strung out over weeks, months or quarters using the current conventional scheduling system. This option would also improve tracking and accountability for unit managers. For example, it would be much easier to reschedule that handful of employees who missed the training than it is to track all employees, thereby resulting in more SBPAs in the field supervising operations.

Historically, the deployment of assets to specific targeted enforcement operations has often been hindered by quarterly firearms qualifications, law updates, general

workforce shortages or mandatory annual training requirements. Station X is available to address any identified issue or training that the command staff views as vital to the mission. Again, this is all accomplished without any additional workforce, other than that which is already in the Sector's employ. The added value created by a virtual Station X is unmatched in that it allows command staffs throughout the USBP the ability to immediately deploy their assets to effectively manage emergent situations without negatively impacting regular daily operations.

Effects on Station Personnel

Personnel Changes. So what does all this mean for uniformed personnel? In the current 5/8 scheduling system, each shift on average only has approximately 71% of their agents available to work on any given day. That is calculated by dividing 10 workdays into a 14 day period of time and thereby accounting for rotating days off. Note that days off vary for each agent week by week, creating an unstable workforce supply. This unstable workforce creates problems for station management when assigning key positions. The instability coupled with unscheduled annual or sick leave can at times be so severe that station management may need additional agents from others units and or stations to be brought in to sufficiently staff the AOR.

As an example, Figures 8 and 9 compare the schedule of a single agent in both a conventional 5/8 and a 4/10 CWS.

Example of a current schedule of a single Agent

5/8 conventional work schedule

Patrol Group B - Midnights 6:00 pm - 6:30 am																

In the current three shift scenario, available station workforce might be divided into equal shifts of 33% each. Adjusting for days off, that means that the shift can logically expect 71% of the shift, which is 23% of the station to be working at any given time.

In the four shift CWS scenario, the shifts are divided into equal parts of 25% of the station's available workforce. In the CWS, there are no rotating days off, so that variance is immediately eliminated. So a shift that has 25% of the available station workforce has 25% available to report for duty at all times.

The use of leave affects both scenarios equally, so there is no ill effect by one scenario versus the other with regards to leave usage. Since the conventional system offers 23% of available workforce on average and a CWS offers 25% on every workday, CWS creates an immediate 2% workforce increase upon implementation. If there are 20,000 agents nationwide, a 2% increase across all working shift units equates to an additional 400 agents working nationwide.

A CWS increases the daily ratio of available personnel. There are no ill effects created by a CWS, either in hours worked or in available personnel. The amount of personnel on duty at any given time is also stabilized. This is very beneficial for both the agents deployed in the field and management charged with oversight responsibilities. This stability created both in days worked and days off adds to the agents quality of life.

Additional Benefits to be Realized from a Compressed Work Schedule

A compressed work schedule brings many benefits to a department that implements it correctly using an enterprise approach. Many of these have already been

discussed, validated and peer reviewed in this paper, but, before a leader makes any decision it is important to give consideration to each benefit through a strategic lens.

Improved Morale. It has been clearly demonstrated that morale is very high in organizations which utilize a CWS. The city of Mesa Arizona learned this the hard way when they attempted to reverse a CWS to a conventional schedule in order to cut costs. The morale boost has survived decades of time, and shows no sign of diminishing. It is an enduring benefit for both the employees and the department.

Improved Quality of Life. The quality of life of the uniformed personnel, their families, and the managers charged with securing the United States of America is greatly improved in a CWS. A correctly implemented CWS allows all staff to gain balance between their circadian rhythms and the rhythms of the societies in which they live. This makes for a better family life, and therefore happier and more content employees reporting to work.

Improved Recruitment. The fact that a department utilizes a CWS is a great recruitment tool as well.⁷⁶ In 2010, prospective employees are looking for work schedules that are advantageous to themselves and their families. This is especially important given that recruitment difficulties currently being experienced throughout law enforcement. This dearth of applicants has resulted in lower hiring standards for many departments. Departments can certainly use a CWS as a job benefit, and thereby have added assistance in luring more qualified candidates to their organizations.

Improved Retention. Retention is increased by the institution of a CWS. The cultural significance of a CWS is well established. The trend of the past few decades has been moving from conventional scheduling to a CWS, rather than the inverse.

Research reveals that most people utilizing a CWS prefer that system over a conventional schedule system.

Reduced Usage of Emergency Annual Leave for Personal/Family Conflicts. The reduction in use of unscheduled annual leave is noted in departments using a CWS. This is because of the additional family time created by the CWS. It is also because of the stability a CWS provides the department, all employees, and the employees families.

Reduced Usage of Sick Leave. The use of sick leave is shown to be lower in departments utilizing a CWS, as was noted in the Mesa Arizona Police Department. This is most likely attributed to the significant amount of additional time off between work periods, allowing the body much needed recovery time. The physical and mental demands of a law enforcement career are extreme at times. A CWS provides employees additional consecutive days away from work reducing physical, mental and emotional stress.

Reduced Border Patrol Academy Training Expenditures. Each fiscal year, there is a training requirement based on the number of expected new agents, called interns, to be hired. This number drives many other wide-ranging requirements from tuition, equipment, utilities, and a permanent training staff of both civilians and sworn agents. It also drives the number of needed detailed agents. A detailed agent is an agent temporarily assigned from their permanent duty location to another. In this case, the temporary location would be the Border Patrol Academy and the duty requirement would be to instruct new interns. Training expenditures are reduced in a department using a CWS, as retention rises and the attrition rate falls. A lower attrition rate means

fewer new employees must be hired. Therefore, if a department needs to hire fewer people, they in turn have a lower training requirement.

Reduced Tuition Costs. Since the training requirements are going to be reduced by a CWS, tuition costs incurred by the agency also fall. With a lower training requirement, a department does not need as many detailed and or permanent course developers/instructors, civilian staff or role players to train interns at its academy. These lower tuition costs are savings to be realized by the department.

Reduced Travel Costs. There are also travel cost savings to be realized. Currently, travel for each intern agent to travel to and from the Border Patrol Academy is approximately \$750.⁷⁷ If attrition and retention are positively impacted as all research indicates they will be, the required number of intern agents could potentially be lowered. If the agency needs to send fewer intern agents to the Border Patrol Academy, travel costs are greatly reduced. Additionally, if the agency needs to send fewer detailed agents to the Border Patrol Academy to be instructors, travel costs covering their expenses are also dramatically lowered.

Reduction of Temporary Staffing. With fewer intern agents reporting to the Border Patrol Academy for training, the demands placed on it are narrowed. A reduction in staffing is expected, creating financial payroll savings, as well as re-directing trained BPAs from the training environment to a field setting. The fact that there are fewer staff requirements and fewer intern agents decreases the need for fuel and energy consumption at the academy as well.

Reduced Maintenance Costs for Equipment. Again with fewer intern agents reporting to the Border Patrol Academy, the equipment and number of vehicles

necessary to train them are reduced. This in turn lowers the total purchase and maintenance costs. These cost savings lead to a financial gain for the federal government, which actually means the tax payers.

Reduced Medical Costs. The Border Patrol Academy's current attrition rate for medical related issues is 5.7%.⁷⁸ Considering approximately 2,000 intern agents currently attend the Border Patrol Academy annually, 5.7% adds up quickly. It is common knowledge that medical costs in the United States are expensive. The CWS concept reduces attrition and increases retention and thereby reduces the number of needed interns annually. If there are less intern agents reporting to the Border Patrol Academy, fewer interns will be injured in training accidents. Any reduction of the 5.7% of interns that are injured annually translates into huge cost savings of medical treatments, procedures, compensation claims and lost time performing field duties.

The attrition rate in the U. S. Border Patrol has historically been 10.5% annually, post graduation from the Border Patrol Academy.⁷⁹ The cost to the Office of Border Patrol to hire a new intern is \$27,000 from application to graduation from the Border Patrol Academy.⁸⁰ It would be impossible to foresee the actual savings the agency would realize from a reduction of attrition brought by the implementation of a compressed work schedule. However, any reduction on the 10.5% historical attrition rate times \$27,000 per new intern quickly adds up to huge financial savings and would demonstrate good fiduciary responsibility by Border Patrol's leadership.

Conclusion

It is difficult to argue with success. The vast majority of the largest law enforcement departments nationwide utilize a compressed work schedule for their sworn, uniformed personnel because of the ameliorative effects. The use of a

compressed work schedule eliminates the deleterious effects of conventional scheduling for the agency, the agents and their families, as well as the environment. Many of the departments interviewed for this paper that do not use a compressed work schedule today have expressed either their interest or intention to implement a CWS. Only three departments interviewed stated that they had no desire to alter their current scheduling practices. The known benefits far outweigh the known disadvantages. This has been scientifically repeatedly proven in numerous professional studies. The advantages of a CWS have been thoroughly documented and peer-reviewed, and are therefore difficult to dispute. As the mission of leading a unified national effort to secure the United States of America evolves, so too must the methods, tactics, and policies that govern it.

\$25 Million in Annual Savings. A quick surface examination of a single agency revealed over \$25 million in annual savings in both governmental and personal expenses. Greatly improved morale has spawned in virtually every department that has implemented a CWS; therefore it has become a significant part of the law enforcement culture. This robust scheduling improves retention and recruitment while decreasing attrition. Many work-family issues have been resolved because of this type of scheduling. The use a CWS is supported, authorized and encouraged at every level of oversight up to and including the President of the United States.

New Organizational Capabilities. The USBP is a great learning organization which has been willing to make and accept changes that holistically benefit the Agency. Numerous examples of benefits for the Agency have been professionally sourced and well documented in this paper. Among them is greatly improved scheduling, workforce

stability, tremendous unit cohesion gains, a Station X capability, 52 additional days annually off for mental, emotional and physical respite, and workforce efficiency improvements comparable to having an additional 400 agents nationwide. There are also significant environmental impact reductions created by reduced utility and fuel consumptions. All of this is in alignment with both the DHS *Together: Employee and Organizational Resilience Program* and the CBP “Going Green” campaign.

The Vision. A good vision acknowledges that sacrifices will be necessary but makes it clear that these sacrifices will yield particular benefits and personal satisfactions that are far superior to those available today - or tomorrow - without attempting to change.⁸¹ The concept presented in this paper is only one vision of what sound strategic leadership looks like in a 2010 learning organization. This concept is offered for consideration and not for blind acceptance. Even though the vision contained herein would work as it is written and may be the final solution, it is not presented as the sole solution. It is meant to create a dialogue about the use of compressed scheduling in law enforcement, and especially in federal law enforcement at the strategic leadership levels, ultimately resulting in a stream-lined, dynamic workforce that is both efficient and effective in their mission of securing the United States of America. The Journal of Business Strategy's 1999 Strategist of the Century, Peter Senge, encapsulates the word vision as it relates to strategy the best when he says, "It's not what the vision is; it's what the vision does."⁸²

Endnotes

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